POLICIES & PROCEDURES OF ASSOCIATIONS

1982

American Society of
Association Executives

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Foreword

The policies and procedures developed by an association provide the skeletal framework in which it conducts its business. Sometimes policies are consciously and formally documented. Often they simply evolve, and are implicit in the operation.

A policy is meant to serve as a tool for getting a job done effectively. As job requirements change, the tools, too, need to be reviewed.

POLICIES & PROCEDURES OF ASSOCIATIONS is a study conducted periodically by ASAE to assess current policy and practice in associations. It provides a unique reference point for you to use in measuring and evaluating your own policies. It also serves as a bellwether of trends in the association community at large.

For example, a majority of those reponding to this 1982 survey have had a dues increase during the past three years. The average liquid reserve maintained by participants dropped by three percent. The authority of the chief paid executive seems to be increasing, as noted in the areas of investment authority, setting wages, and hiring and firing staff.

The activities and practices in this study are presented as a guide to what is going on in the association community today. This document is an invaluable tool in helping you to determine the course your association will take in its own policies and procedures.

ASAE extends it's thanks to the association executives who participated in this publication. The results, published here, will provide other executives with information they need to make the decisions necessary to run the most important organization in the world—their association.

Elissa Matulis Myers, CAE
Director of Member Services

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Introduction

This edition of the POLICIES & PROCEDURES study has been substantially expanded from previous surveys taken. There are 128 tables included in the study, compared with 75 in the 1978 version, a 70% increase; and a 103% increase from the 63 tables reported in the 1974 study.

Of the questions asked in this 1982 edition, 30 have been repeated from the 1974 report, 45 from the 1978 report, 15 have been repeated from both the 1974 and 1978 reports, and 40 questions are completely new to this study. This gives you a history on many practices that can be compared to past POLICIES & PROCEDURES studies and questions and a good selection of policies covering newly emerging trends.

The current POLICIES & PROCEDURES survey reflects practices in effect at associations during the last 5 months of 1981. The number of usable survey forms for this report was 1692, and included associations of all geographic representations, all membership types, and all budget categories. The characteristics of the associations that participated in the survey can be found in the last five tables of this report.

The tables in this study indicate the percentage distribution of the answers for associations according to their types of membership (individuals, companies, or other associations) or their geographic scope (national, state/regional, or local). The top line of the tables gives the number of respondents upon which the percentages are based. In most cases, this is the total number responding to the survey. The responses to some questions, however, were contingent upon a positive response to a previous question, and this is reflected in a lower number of respondents.

In all cases, percentages have been rounded off to the nearest full percent, so some columns add up to slightly more than 100%. Some columns add to more than 100% because of multiple answers.

The term "individual membership society" refers to those associations or societies which have individuals as their primary members. "Trade association" refers to those associations having companies as their primary members. "Federations" are those associations whose primary members are other associations.

In addition to this 1982 POLICIES & PROCEDURES study, a limited number of both the 1978 and the 1974 studies are still available from ASAE Publications for $10 each to ASAE members and $15 each for nonmembers, and are valuable if a comparison of trends for a particular policy is needed.

Section I Dues Practice

In an effort to keep pace with rising costs and the devaluation of the dollar, and faced with a demand for increased services, many associations implemented one or more increases in their dues between 1979 and 1980. A full two thirds of respondents reported a dues increase during this period. While 34% of those reporting had an increase in excess of 25%, in general the increases were of a lesser magnitude than those reported in the 1978 study.

Those associations who did increase their dues reported an average 26% net increase in dues income in the year following the increase, down from 30% in 1978, and an average of a 5% membership increase as compared to 6% in 1978.

A flat or fixed dues base in individual membership organizations and a sliding scale based on sales for company membership organizations remain the most common methods for structuring dues, and 74% of respondents indicated that they billed members for dues annually—up from 64% in the 1978 study. Almost half bill on January 1, while almost a quarter bill on the anniversary of the date members join.

Sixty-five percent of respondents have a minimum dues, and of these the average minimum is $337, up from $321 in 1978. The average minimum in trade associations increased by 35% from $333 in 1978 to $448, and in federations the minimum jumped from $361 in 1978 to $879—a full 243%.

A maximum dues was reported by 47% of respondents and the average amount of the maximum was $5,837. In trade associations, the average maximum increased from $5,773 in 1978 to $8,758 in the current study.

Responding to a new question in this survey series, 22% of respondents reported that they charged an initiation fee to new members, and the average amount of these fees was $188.

Most respondents carry delinquent members 3 months or less on membership rolls (67%)—15% don't carry members at all.

Sixty percent have a membership category for suppliers to the industry or profession and members in this category are most commonly called associate members. Twenty eight percent have a category for student members. Of the respondents from individual membership societies, a full 53% reported student members.

Most respondents charged a flat dues fee to both supplier and student members, and for students the fee is usually less than the fee regular members pay even though students most commonly receive all regular members services.

Have you had a dues increase in the past three years? **TABLE 1**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	66%	72%	62%	55%	67%	67%	63%
No	32%	26%	36%	40%	31%	32%	36%
No answer	2%	2%	2%	6%	3%	1%	1%
If yes, in what year?							
Number of Respondents	1123	542	552	29	460	481	182
1979	4%	5%	4%	0	5%	4%	4%
1980	22%	23%	22%	7%	22%	22%	22%
1981	31%	32%	30%	35%	32%	29%	34%
1982	30%	31%	29%	41%	29%	31%	30%
No answer	13%	7%	15%	14%	10%	13%	10%

What was the percent of the increase? **TABLE 2**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1123	542	552	29	460	481	182
1%–9%	16%	12%	20%	3%	12%	16%	23%
10%–24%	42%	38%	46%	45%	36%	48%	43%
25%–49%	23%	29%	16%	35%	29%	19%	19%
50%–99%	9%	11%	7%	10%	10%	8%	5%
100% or more	3%	5%	2%	0	5%	2%	4%
No answer	7%	5%	9%	7%	8%	7%	7%
Average % increase	24%	28%	20%	22%	29%	20%	21%

By what percent did your net dues income grow the year following the increase? **TABLE 3**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1123	542	552	29	460	481	182
1%–9%	16%	12%	19%	14%	12%	19%	17%
10%–24%	34%	28%	40%	45%	33%	38%	29%
25%–49%	14%	17%	11%	7%	16%	13%	12%
50%–99%	5%	7%	4%	3%	7%	5%	2%
100% or more	2%	2%	2%	3%	2%	*	4%
No change	4%	5%	3%	3%	4%	3%	7%
No answer	25%	29%	21%	24%	25%	22%	31%
Average % net dues increase	26%	29%	22%	31%	25%	22%	36%

*Less than 1%.

By what percent did your net membership increase?

TABLE 4

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1123	542	552	29	460	481	182
1%–9%	26%	29%	24%	28%	31%	26%	17%
10%–24%	13%	13%	12%	3%	12%	11%	17%
25%–49%	2%	2%	2%	0	2%	1%	4%
50%–99%	*	*	*	3%	*	*	*
100% or more	14%	16%	12%	10%	13%	14%	18%
No change	17%	10%	23%	24%	12%	20%	19%
No answer	28%	30%	26%	31%	30%	28%	24%
Average % membership increase	5%	5%	5%	3%	6%	4%	6%

*Less than 1%.

If your dues were not increased in the past three years, when were they last increased?

TABLE 5

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	540	197	322	21	209	226	105
Before 1969	6%	4%	6%	10%	5%	6%	7%
1969–1973	8%	5%	10%	5%	5%	6%	15%
1974	4%	3%	4%	0	4%	4%	1%
1975	6%	7%	7%	0	4%	8%	9%
1976	6%	7%	5%	0	5%	7%	4%
1977	12%	14%	11%	14%	13%	13%	9%
1978	24%	29%	21%	14%	24%	24%	23%
No answer	36%	31%	37%	57%	39%	34%	33%

What is your dues base?

TABLE 6

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Flat or fixed rate	46%	74%	23%	28%	49%	39%	58%
Percentage of sales dollars	14%	*	25%	4%	17%	12%	8%
Units of production	3%	*	5%	6%	3%	4%	*
Number of employees	5%	1%	8%	0	3%	6%	7%
Units of equipment	1%	*	2%	0	1%	2%	*
Number of plants	*	0	*	0	*	0	0
Assets	2%	0	3%	0	1%	2%	0
Payroll	*	0	2%	2%	*	1%	2%
Salary	*	1%	0	0	*	1%	0
Total income	2%	*	2%	4%	1%	3%	*
Other	16%	9%	20%	40%	13%	20%	11%
No answer	11%	13%	10%	17%	11%	10%	13%

*Less than 1%.

How frequently do you bill for dues?

TABLE 7

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annually	74%	81%	68%	74%	73%	76%	71%
Twice a year	4%	4%	4%	0	5%	4%	3%
Quarterly	8%	3%	11%	4%	9%	7%	6%
Monthly	9%	5%	13%	8%	6%	10%	13%
Other	4%	5%	3%	8%	5%	3%	5%
No answer	2%	2%	1%	6%	2%	1%	3%

Do you have a minimum dues?

TABLE 8

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	65%	48%	81%	47%	64%	69%	58%
No	26%	38%	15%	34%	26%	23%	30%
No answers	9%	14%	5%	19%	10%	8%	12%
If yes, what is the minimum?							
Number of Respondents	1102	358	719	25	439	495	168
$1–$99	37%	66%	24%	12%	33%	44%	30%
$100–$199	21%	14%	23%	28%	14%	25%	24%
$200–$499	19%	5%	26%	16%	20%	15%	30%
$500 or more	15%	2%	21%	24%	24%	10%	6%
No answer	8%	12%	6%	20%	9%	7%	9%
Average Minimum Dues	$337	$75	$448	$879	$533	$213	$185

Do you have a maximum dues?

TABLE 9

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	47%	38%	55%	42%	47%	51%	39%
No	40%	45%	35%	43%	39%	38%	46%
No answer	13%	18%	10%	15%	14%	12%	15%

If yes, what is the maximum?

Number of Respondents	797	284	491	22	320	364	113
Under $250	30%	68%	9%	9%	22%	35%	35%
$250–$499	11%	11%	11%	5%	7%	12%	17%
$500–$999	10%	4%	13%	0	10%	11%	8%
$1,000–$2,499	12%	3%	18%	0	12%	12%	13%
$2,500–$4,999	9%	2%	13%	23%	12%	6%	11%
$5,000 or more	19%	1%	28%	50%	27%	17%	5%
No answer	9%	11%	8%	14%	11%	7%	12%
Average Maximum Dues	$5837	$409	$8758	$10,731	$10,442	$3132	$1459

If you have a flat dues base, what is the amount? **TABLE 10**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	778	556	207	15	335	276	167
Under $20	5%	10%	3%	0	12%	6%	1%
$20–$29	5%	5%	2%	13%	6%	5%	2%
$30–$49	10%	12%	3%	13%	15%	8%	3%
$50–$99	14%	17%	6%	13%	13%	14%	15%
$100–$149	10%	10%	13%	0	7%	13%	14%
$150–$249	12%	14%	10%	7%	8%	11%	23%
$250 or more	14%	7%	31%	27%	17%	11%	13%
No answer	28%	23%	32%	30%	27%	32%	27%
Average Flat Dues Rate	$165	$77	$376	$477	$238	$91	$138

Do you have an initiation fee for new members? **TABLE 11**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	22%	28%	19%	9%	24%	12%	44%
No	74%	68%	78%	83%	71%	86%	50%
No answer	4%	5%	3%	8%	5%	3%	6%

If yes, what was the amount of the initiation fee?

Number of Respondents	377	206	166	5	165	85	127
$1–$50	49%	52%	43%	80%	49%	72%	33%
$51–$100	19%	18%	21%	0	16%	19%	24%
$101–$199	5%	7%	3%	0	4%	4%	8%
$200–$299	7%	4%	10%	0	7%	1%	10%
$300–$399	5%	7%	4%	0	5%	0	9%
$400–$599	3%	2%	4%	0	4%	1%	2%
$600–$1000	2%	2%	4%	0	2%	0	4%
More than $1000	3%	1%	4%	20%	6%	0	*
No answer	7%	7%	7%	0	7%	4%	9%
Average amount	$188	$109	$258	$1113	$291	$48	$148

*Less than 1%.

How long are delinquent members carried on membership rolls?

TABLE 12

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Not at all	15%	17%	13%	15%	16%	14%	16%
1 month	7%	9%	4%	8%	6%	7%	6%
2 months	11%	15%	9%	4%	11%	11%	15%
3 months	34%	33%	37%	17%	32%	35%	40%
6 months	16%	13%	19%	17%	17%	18%	11%
Other	10%	9%	12%	11%	11%	10%	8%
Indefinitely	4%	2%	5%	17%	5%	4%	1%
No answer	3%	3%	2%	11%	4%	2%	3%

What is the membership turnover in your association?[1]

TABLE 13

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
0	10%	3%	15%	25%	7%	14%	8%
1%–9%	39%	32%	47%	19%	38%	45%	29%
10%–24%	27%	34%	22%	26%	31%	21%	34%
25%–49%	5%	8%	2%	0	5%	2%	9%
50%–99%	*	*	*	*	*	*	*
100% or more	*	*	*	*	*	*	*
No answer	18%	23%	14%	30%	18%	18%	20%
Average membership turnover	10%	13%	8%	8%	11%	8%	12%

*Less than 1%.

1. Membership turnover is calculated by taking the membership at the beginning and end of the year and computing the average. Divide this average into the number of members who left or dropped out of the association during the year.

What do you call your membership category for suppliers to your industry or profession?

TABLE 14

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Associate	33%	14%	48%	26%	28%	40%	24%
Affiliate	9%	14%	5%	2%	5%	6%	25%
Sustaining	2%	3%	1%	0	3%	2%	*
Supplier	3%	1%	5%	2%	3%	3%	2%
Service	1%	2%	*	0	*	2%	2%
Other	10%	10%	9%	13%	12%	9%	6%
Not applicable	40%	46%	35%	38%	53%	28%	49%
No answer	3%	3%	2%	3%	4%	2%	8%

*Less than 1%.

What is the dues base for the above membership category? **TABLE 15**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Flat fee	48%	36%	57%	32%	37%	52%	55%
Other	8%	5%	11%	8%	12%	7%	3%
Not applicable	38%	50%	27%	43%	43%	35%	33%
No answer	7%	9%	5%	17%	8%	6%	9%

What do you call your membership category for students? **TABLE 16**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Student	24%	47%	5%	6%	23%	23%	26%
Other	4%	6%	3%	2%	6%	3%	4%
Not applicable	68%	44%	87%	87%	66%	70%	65%
No answer	5%	3%	6%	6%	5%	4%	5%

What is the dues base for the student membership category? **TABLE 17**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Flat fee	22%	44%	5%	4%	26%	20%	21%
Other	3%	5%	1%	4%	2%	4%	4%
Not applicable	66%	45%	82%	83%	63%	68%	66%
No answer	9%	6%	11%	9%	9%	8%	9%

Compared to dues of regular members, do student members pay: **TABLE 18**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Same as regular members	2%	3%	*	2%	3%	2%	*
Less than regular members	23%	45%	5%	6%	25%	21%	23%
More than regular members	*	*	*	*	*	*	*
Not applicable	66%	46%	83%	79%	63%	69%	67%
No answer	9%	6%	12%	13%	9%	9%	10%

*Less than 1%.

Do student members receive all regular member services?

TABLE 19

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	16%	34%	3%	4%	19%	15%	13%
No	11%	20%	4%	2%	11%	11%	15%
Not applicable	63%	41%	81%	81%	62%	66%	62%
No answer	9%	6%	12%	13%	9%	9%	10%

Section II Financial Activities

The average association is carrying a liquid reserve of 42% of annual operating expenses—down from 45% in 1978. Only federations reported a constant level of liquid reserves—although the average reserve reported by federations was only 34%—well below the survey average.

Seventy four percent of respondents indicated that the chief paid executive had the authority to invest the reserve fund—up from 43% in 1978, perhaps reflecting both the increasing complexity of investment decisions and the growing financial skills of association executives. Eighteen percent said that they use the services of an external investment counselor.

While in 1978, few respondents indicated investment in money market funds, in this study a full 68% did. The use of government bills and mutual funds also increased.

The number of associations reporting an IRS audit in the four years preceeding this study declined to 36% from 59% in a comparable time period reported in 1978. Of those who did, magazine advertising income was most commonly reported as the point at issue.

A new question in the study this year was "What percent of your total association annual income is taxable, unrelated income?" The average percent reported was 8%, although 5% reported that it was in excess of 50%.

For the first time, respondents were asked under what tax-exempt classification their association was exempt from taxation. While more than half reported holding a 501(c)(6) exemption, 25% indicated they were exempt as 501(c)(3) organizations. Among national associations, a full 34% reported being exempt as a 501(c)(3). Four percent reported that they were not tax exempt. Local associations (9%) most frequently reported no exemption.

How large a liquid reserve does your association now carry in terms of percent of annual operating expenses?[1]

TABLE 20

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
0	3%	4%	2%	2%	3%	3%	2%
1%–24%	34%	34%	33%	43%	35%	34%	31%
25%–49%	25%	28%	24%	11%	24%	26%	26%
50%–99%	22%	22%	22%	23%	21%	23%	20%
100%	6%	5%	6%	8%	6%	6%	7%
More than 100%	5%	3%	7%	2%	6%	4%	7%
No answer	6%	6%	5%	11%	7%	5%	6%
Average % reserve	42%	38%	46%	34%	43%	40%	46%

1. Liquid reserve is defined as cash or ready assets.

In what instruments do you invest this reserve?

TABLE 21

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Commercial bank savings accounts	41%	42%	40%	32%	36%	45%	41%
Savings and loan association savings accounts	27%	29%	26%	26%	23%	28%	38%
Government bills	31%	31%	31%	25%	39%	27%	21%
Money market funds	68%	70%	67%	70%	72%	66%	67%
Mutual funds	3%	4%	3%	0	4%	3%	2%
Commercial bonds	9%	12%	7%	8%	14%	6%	5%
Common stocks	6%	9%	3%	6%	9%	3%	4%
Other	25%	25%	24%	30%	28%	23%	19%

Who in your association has the authority to invest the reserve?

TABLE 22

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Chief paid executive	74%	72%	76%	76%	74%	77%	67%
Board of Directors	26%	28%	28%	15%	20%	25%	41%
Controller	14%	15%	13%	19%	20%	12%	8%
Finance committee	19%	24%	16%	23%	19%	19%	22%
Other	17%	20%	15%	9%	21%	15%	12%

Do you use the services of an external investment counselor? **TABLE 23**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	18%	19%	16%	25%	22%	16%	11%
No	81%	79%	83%	72%	77%	83%	87%
No answer	2%	2%	1%	4%	1%	1%	3%

If your association has been audited by the IRS since January, 1979, what were the points at issue? **TABLE 24**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Magazine advertising income	9%	12%	7%	4%	10%	9%	8%
Associate membership income	*	*	*	0	*	*	1%
Trade show income	2%	2%	2%	0	2%	2%	2%
Insurance income	3%	2%	4%	6%	2%	4%	2%
Foreign convention	*	*	0	0	0	*	0
Other	16%	17%	15%	23%	16%	17%	16%
Not applicable	64%	61%	67%	60%	66%	63%	65%

*Less than 1%.

What percent of your total association annual income is taxable, unrelated income?[1] **TABLE 25**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
0	59%	54%	63%	70%	64%	59%	49%
1%–9%	10%	12%	9%	8%	11%	10%	11%
10%–24%	7%	9%	6%	0	8%	7%	5%
25%–49%	4%	3%	4%	2%	2%	4%	5%
50%–99%	2%	2%	2%	0	*	2%	3%
100%	3%	2%	4%	2%	1%	3%	6%
No answer	15%	18%	13%	19%	13%	15%	21%
Average % income taxable, unrelated	8%	8%	9%	5%	6%	9%	13%

*Less than 1%.

1. Gross taxable income before deductions.

Is your association incorporated? TABLE 26

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	94%	94%	95%	83%	94%	93%	96%
No	5%	6%	4%	13%	5%	6%	3%
No answer	1%	*	1%	4%	1%	*	2%

*Less than 1%.

Under what tax-exempt classification is your major association corporation exempt from taxation? TABLE 27

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
501 (c) (3)	25%	32%	19%	45%	34%	19%	20%
501 (c) (4)	3%	3%	3%	9%	3%	3%	2%
501 (c) (6)	59%	52%	66%	30%	52%	64%	60%
501 (c) (7)	1%	2%	*	0	2%	*	*
Other	3%	5%	2%	9%	3%	4%	2%
Not tax exempt	4%	3%	4%	0	2%	4%	9%
No answer	6%	4%	7%	6%	4%	7%	7%

*Less than 1%.

For payment of normal operating expenses, must your checks be countersigned by a volunteer officer? TABLE 28

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	30%	31%	31%	19%	17%	43%	55%
Yes, over certain amount	15%	14%	15%	11%	16%	14%	14%
No	53%	53%	52%	64%	65%	51%	29%
No answer	2%	2%	2%	6%	3%	1%	2%

If yes, over certain amount, what amount?

Number of Respondents	250	108	136	6	109	101	40
Under $500	11%	13%	9%	17%	6%	14%	15%
$500–$999	12%	15%	10%	17%	5%	17%	23%
$1000–$1999	18%	21%	15%	0	14%	15%	35%
$2000–$2999	12%	9%	13%	33%	17%	9%	8%
$3000–$4999	3%	*	4%	0	3%	3%	3%
$5000 or more	19%	19%	19%	0	28%	12%	10%
No answer	26%	21%	29%	33%	28%	31%	8%
Average amount	$2838	$2572	$3130	$1000	$4576	$1492	$1502

*Less than 1%.

If you have an independent audit of your books and records annually, who conducts this audit?

TABLE 29

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
CPA firm	85%	83%	86%	87%	86%	84%	84%
Independent auditor	7%	8%	6%	4%	8%	6%	5%
Audit committee	3%	4%	2%	4%	2%	4%	3%
Other	*	*	*	*	*	*	1%
Not applicable	5%	5%	5%	6%	3%	6%	7%
No answer	*	*	*	*	*	*	1%

*Less than 1%.

Section III Personnel Policy

Personnel policy in associations varies widely. 62% of the associations responding to the current study indicated that they have a retirement plan in effect for all eligible employees. Other commonly cited fringe benefits offered to employees include life insurance, health insurance or HMO membership, and disability income continuation insurance. A full 38% of the respondents indicated that their employees are currently covered by a dental insurance policy, and in most cases the premium on these policies is entirely paid for by the association for employees. Three percent of the total respondents indicated that the association offers staff members legal insurance.

Fifty-five percent of the responding associations indicated that they provide travel insurance for employees traveling on association business. Among national associations 69% indicated that they provided travel insurance.

Seven percent of the respondents to the survey indicated that they have a full-time personnel director on staff. The tendency to assign authority to set wages and to hire and fire staff members continues to shift toward the chief staff executive. In 1978, 46% of the respondents to the *Policies & Procedures* study indicated that the chief paid executive had the authority to set wages for staff members; in 1982, 66% so indicated. In 1978, 81% indicated that the chief paid executive had the authority to hire and fire staff; in 1982, 90% so indicated.

Fifty-nine percent of the associations participating in the current study indicated that some economic indicator was considered in establishing wage increases for employees. The most commonly cited indicator was the inflation rate (34%), while 14% of the respondents indicated that they considered the consumer price index.

If your association has a formal policy governing severance pay, what is the severance allowance for most employees?

TABLE 30

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Two week's pay	24%	28%	20%	26%	25%	21%	26%
Four week's pay	3%	4%	2%	6%	3%	3%	1%
Varies according to tenure	10%	9%	11%	9%	14%	8%	8%
Varies according to position	6%	6%	5%	8%	7%	4%	7%
Other	4%	4%	4%	4%	3%	4%	5%
Not applicable	58%	54%	62%	53%	53%	63%	56%

If your association hires through a placement service, does the association pay the fee?

TABLE 31

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	35%	34%	27%	25%	45%	30%	26%
No	6%	7%	5%	11%	4%	7%	7%
Do not use	57%	57%	57%	62%	49%	62%	64%
No answer	2%	2%	2%	2%	2%	1%	3%

What was the staff turnover rate in your association in 1981?[1]

TABLE 32

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
0	41%	36%	46%	32%	33%	48%	45%
1%–9%	10%	12%	8%	15%	12%	9%	7%
10%–24%	21%	24%	19%	13%	26%	18%	19%
25%–49%	13%	14%	12%	21%	14%	12%	12%
50%–99%	6%	6%	6%	9%	6%	6%	7%
100%	*	*	*	4%	*	1%	2%
More than 100%	*	*	*	*	*	*	*
No answer	8%	8%	7%	6%	9%	6%	8%
Average % turnover	13%	14%	13%	18%	14%	13%	14%

*Less than 1%.

1. This rate was computed by taking the total staff size at the beginning and at the end of the year, and finding the average. This was divided into the number of staff members who left the association during the course of the year.

How many paid holidays does your association provide its staff members per year?[1] **TABLE 33**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
4 or less	*	*	2%	0	*	1%	1%
5	2%	3%	3%	0	2%	2%	5%
6	10%	9%	11%	8%	5%	13%	13%
7	10%	8%	12%	6%	5%	12%	14%
8	15%	13%	17%	15%	12%	18%	16%
9	16%	16%	15%	21%	20%	12%	15%
10	18%	20%	17%	13%	21%	17%	16%
11	8%	10%	7%	15%	12%	6%	5%
12	6%	8%	5%	8%	7%	6%	5%
13 or more	6%	6%	5%	8%	7%	5%	4%
No answer	8%	8%	7%	8%	8%	7%	7%
Average no. holidays per year	9	10	9	10	10	9	9

* Less than 1%

1. Includes personal holidays, but not vacation

If you have a retirement plan in effect for *all* eligible employees, is it: **TABLE 34**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Entirely paid for by the association	52%	47%	56%	55%	53%	54%	46%
Entirely paid for by the employee	*	*	*	6%	*	*	2%
Required that the employee contribute	10%	12%	7%	19%	14%	7%	5%
Not applicable	34%	37%	33%	19%	30%	35%	43%
No answer	4%	4%	3%	2%	3%	4%	3%

* Less than 1%

For your retirement plan:
What is the age for normal retirement? **TABLE 35**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv	Co	Assn	Natl	St. Regl	Local
Number of Respondents	1055	446	567	42	459	441	155
1–59	*	*	*	0	*	*	0
60	2%	2%	2%	0	2%	1%	1%
61–62	3%	3%	3%	7%	2%	4%	1%
63–65	79%	78%	80%	71%	82%	77%	77%
66–68	*	*	0	0	0	*	0
More than 68	3%	3%	3%	10%	3%	3%	4%
No answer	13%	14%	12%	12%	10%	14%	17%

* Less than 1%

For your retirement plan:
What is the age for early retirement? **TABLE 36**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv	Co	Assn	Natl	St. Regl	Local
Number of Respondents	1055	446	567	42	459	441	155
1–54	1%	*	2%	0	1%	2%	*
55	30%	23%	36%	33%	24%	29%	24%
56–59	*	*	1%	0	*	1%	2%
60–62	24%	25%	24%	17%	24%	25%	23%
More than 62	*	2%	*	0	1%	*	*
No answer	42%	49%	37%	50%	39%	43%	50%

* Less than 1%

For your retirement plan:
What is the age for disability retirement? **TABLE 37**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv	Co	Assn	Natl	St. Regl	Local
Number of Respondents	1055	446	567	42	459	441	155
1–40	2%	2%	3%	0	2%	2%	1%
41–49	*	0	*	5%	*	*	*
50 or more	12%	9%	13%	19%	15%	11%	6%
No answer	86%	89%	84%	76%	83%	87%	92%

* Less than 1%

For your retirement plan:
How many years of service are required for disability retirement?

TABLE 38

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1055	446	567	42	459	441	155
None	2%	1%	2%	5%	2%	1%	1%
1–9	10%	10%	9%	12%	11%	9%	9%
10–14	10%	9%	11%	12%	10%	10%	12%
15–19	2%	*	3%	0	2%	1%	3%
20 or more	*	*	1%	0	1%	*	0
No answer	76%	79%	74%	71%	74%	78%	76%

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39a

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Life Insurance							
For staff only							
Total premium paid by association	64%	61%	66%	72%	65%	64%	60%
Partial premium paid by association	4%	4%	4%	2%	4%	3%	4%
For staff & dependents							
Total premium paid by association	9%	6%	12%	6%	8%	10%	10%
Partial premium paid by association	2%	2%	2%	4%	2%	2%	1%
Total paid by association for staff and partial for dependents	1%	*	1%	0	1%	1%	*
Employee pays all of premium	2%	2%	2%	6%	2%	2%	3%

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39b

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Health insurance							
For staff only							
Total premium paid by association	45%	49%	43%	36%	40%	47%	52%
Partial premium paid by association	4%	5%	3%	2%	4%	4%	4%
For staff & dependents							
Total premium paid by association	32%	25%	38%	36%	30%	35%	30%
Partial premium paid by association	7%	7%	6%	15%	9%	5%	5%
Total paid by association for staff and partial for dependents	6%	6%	6%	9%	8%	4%	5%
Employee pays all of premium	1%	1%	*	2%	*	1%	1%

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39c

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Membership in Health Maintenance Organization (HMO)							
For staff only							
Total premium paid by association	5%	6%	3%	8%	7%	3%	3%
Partial premium paid by association	*	2%	*	0	1%	*	1%
For staff & dependents							
Total premium paid by association	3%	3%	4%	8%	4%	4%	2%
Partial premium paid by association	2%	2%	2%	2%	2%	1%	*
Total paid by association for staff and partial for dependents	1%	*	1%	4%	2%	*	1%
Employee pays all of premium	*	*	*	2%	*	*	0

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39d

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Disability Income Continuation Insurance							
For staff only							
Total premium paid by association	47%	44%	49%	47%	49%	47%	42%
Partial premium paid by association	3%	3%	3%	2%	4%	3%	2%
For staff & dependents							
Total premium paid by association	5%	3%	7%	8%	4%	6%	6%
Partial premium paid by association	*	1%	*	0	2%	*	*
Total paid by association for staff and partial for dependents	*	*	*	2%	*	*	*
Employee pays all of premium	2%	2%	3%	2%	2%	3%	2%

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39e

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Dental Insurance							
For staff only							
Total premium paid by association	17%	16%	18%	13%	17%	16%	19%
Partial premium paid by association	1%	1%	1%	2%	1%	1%	1%
For staff & dependents							
Total premium paid by association	14%	9%	17%	13%	15%	14%	12%
Partial premium paid by association	3%	4%	3%	4%	5%	2%	3%
Total paid by association for staff and partial for dependents	2%	2%	2%	8%	3%	2%	1%
Employee pays all of premium	1%	2%	1%	2%	*	2%	2%

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39f

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Legal Insurance							
For staff only							
Total premium paid by association	3%	4%	3%	2%	4%	3%	2%
Partial premium paid by association	*	*	0	0	0	*	*
For staff & dependents							
Total premium paid by association	*	*	*	0	*	*	0
Partial premium paid by association	0	0	0	0	0	0	0
Total paid by association for staff and partial for dependents	*	*	0	0	0	*	0
Employee pays all of premium	*	*	0	2%	*	*	*

*Less than 1%.

If your association offers the following insurance plans for all staff members and/or dependents of staff members, who pays the premiums?

TABLE 39g

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Professional Liability Insurance							
For staff only							
Total premium paid by association	39%	36%	42%	36%	40%	39%	37%
Partial premium paid by association	*	*	*	0	*	*	*
For staff & dependents							
Total premium paid by association	3%	2%	3%	2%	2%	3%	2%
Partial premium paid by association	*	0	*	0	0	*	0
Total paid by association for staff and partial for dependents	0	0	0	0	0	0	0
Employee pays all of premium	*	*	*	0	*	*	*

*Less than 1%.

Does your association provide travel insurance for staff while on association business? TABLE 40

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	55%	55%	54%	66%	69%	48%	41%
No	44%	43%	45%	30%	30%	52%	58%
No answer	1%	2%	*	4%	2%	*	2%

*Less than 1%.

Do you have a full-time personnel director on staff? TABLE 41

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	7%	9%	5%	4%	11%	5%	4%
No	92%	90%	94%	96%	88%	95%	96%
No answer	1%	*	1%	0	2%	*	*

*Less than 1%.

Who has the authority to hire and fire staff? TABLE 42

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Chief Paid Executive	90%	89%	91%	93%	89%	91%	92%
Personnel Committee	*	*	*	0	0	*	0
Board of Directors	4%	4%	4%	2%	3%	5%	4%
Other	4%	5%	3%	2%	6%	2%	3%
No answer	1%	1%	1%	4%	2%	*	1%

*Less than 1%.

Who has the authority to set wages for staff members? TABLE 43

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Chief Paid Executive	66%	65%	68%	60%	74%	62%	59%
Board of Directors	23%	22%	23%	23%	15%	27%	30%
Personnel Committee	3%	4%	2%	8%	3%	3%	2%
Other	7%	8%	6%	8%	6%	7%	8%
No answer	1%	1%	2%	2%	2%	*	1%

*Less than 1%.

What economic indicator influences wage increases in your association?

TABLE 44

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Inflation rate	34%	35%	33%	34%	33%	36%	28%
Consumer Price Index	14%	17%	12%	13%	16%	12%	15%
Other	11%	10%	12%	9%	11%	11%	11%
Not applicable	40%	37%	42%	40%	37%	39%	46%
No answer	2%	2%	2%	4%	3%	1%	1%

If per diem rates are used for staff travel expenses, are hotel expenses included?

TABLE 45

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	15%	20%	11%	17%	10%	18%	22%
No	9%	13%	4%	13%	11%	6%	8%
Not applicable	73%	64%	81%	62%	76%	72%	66%
No answer	4%	3%	4%	8%	4%	3%	5%

If per diem rates are used, what is the amount for:

TABLE 46

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	402	247	139	16	141	176	85
Travel—¢ per mile							
0	*	*	*	*	*	*	1%
10¢–14¢	1%	2%	0	0	2%	1%	0
15¢–19¢	11%	13%	9%	13%	14%	11%	8%
20¢–24¢	59%	60%	55%	69%	55%	65%	51%
25¢ or more	11%	11%	12%	19%	9%	11%	15%
No answer	18%	15%	25%	0	21%	12%	25%
Average ¢ per mile	17¢	17¢	16¢	17¢	16¢	17¢	16¢
Food— $ per day							
$10–$19	7%	8%	5%	6%	8%	8%	2%
$20–$29	20%	22%	12%	44%	24%	19%	12%
$30–$39	13%	16%	7%	13%	18%	7%	15%
$40–$49	3%	4%	3%	0	2%	3%	5%
$50 or more	5%	5%	4%	0	3%	4%	9%
No answer	53%	45%	68%	36%	45%	58%	57%
Average $ per day food	$29	$29	$31	$25	$27	$29	$36
Hotel—$ per day							
$20–$39	3%	3%	2%	0	0	5%	2%
$40–$59	6%	4%	8%	19%	4%	8%	2%
$60–$79	5%	3%	7%	6%	*	5%	11%
$80–$99	2%	2%	*	0	*	2%	4%
$100 or more	1%	1%	1%	0	0	2%	2%
No answer	84%	87%	81%	75%	94%	79%	79%
Average $ per day hotel	$59	$61	$58	$48	$54	$54	$71

*Less than 1%.

Section IV Volunteer Officers, Boards & Committees

The average participant has 13 standing committees and seven ad hoc or temporary committees. National associations and IMO's have more than the average.

While national association boards of directors most commonly meet two to four times a year (87%), 83% of local associations indicated that their boards meet five to eight times a year.

National association directors tend to serve longer terms in office than do local or state directors; directors of trade associations typically also serve longer terms than their IMO or federation counterparts.

Most associations (71%) do not allow members of the board to vote by proxy.

The trend toward the use of the title "President" for the chief staff executive of an association, and "Chairman" for the chief elected officer, continues to show up in this study. A total of 16% of all respondents indicated that their chief staff executive holds the title of President, as compared to 12% in 1978, and 8% in 1974, and 25% of all trade associations so reported. Only 80% of the chief elected officers are now called President, down from the 1978 report.

In 61% of the associations, the chief staff executive meets with the nominating committee, and most elections for officers are conducted on the floor of a business meeting (56%), although national associations are slightly less likely to use this method (52%). Elections for board members are also most often floor elections (47%), while nine percent of directors are elected as delegates from state or local regions.

IMO's (59%) and federations (57%) are more likely to pay all expenses for the chief elected officer to attend the annual meeting and board and committee meetings than are trade associations. The same is true for other officers and for spouses of officers.

While most associations pay some or all of the expenses for directors attending the annual meeting and board meetings, 33% pay no expenses for board meetings, and 42% pay none for the annual meeting. It is even less common to reimburse committee chairmen or committee members.

More than half have a President-Elect or Chairman-Elect, and among IMO's, 71% do. Most don't have a past president's or past chairman's council, but 37% do.

While 58% of respondents have a Code of Ethics governing members, only 59% have an enforcement policy.

How many committees of all kinds do you currently have in operation?

TABLE 47

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Standing Committees							
Number of Respondents	1692	750	889	53	686	716	290
None	*	*	1%	6%	1%	*	*
1–4	17%	11%	21%	23%	17%	17%	14%
5–9	31%	24%	37%	42%	31%	33%	37%
10–19	32%	38%	27%	23%	29%	33%	37%
20–49	14%	21%	9%	2%	15%	11%	18%
50 or more	2%	3%	*	2%	3%	*	*
No answer	4%	4%	4%	4%	4%	5%	3%
Average number of standing committees	13	16	10	9	14	11	13
Ad Hoc or Temporary Committees							
Number of Respondents	1692	750	889	53	686	716	290
None	6%	3%	8%	9%	7%	5%	6%
1–4	50%	47%	53%	49%	46%	53%	49%
5–9	13%	17%	9%	21%	13%	12%	13%
10–19	6%	11%	3%	2%	7%	6%	6%
20 or more	3%	4%	2%	0	3%	2%	3%
No answer	22%	19%	25%	19%	24%	21%	21%
Average number of temporary committees	7	7	6	5	7	6	6

*Less than 1%.

How many times a year does your full board meet?

TABLE 48

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
1	3%	3%	3%	0	5%	2%	3%
2	18%	18%	17%	23%	35%	7%	2%
3	17%	17%	17%	26%	28%	13%	2%
4	28%	25%	31%	38%	24%	40%	9%
5–8	33%	37%	31%	13%	7%	38%	83%
9 or more	0	0	0	0	0	0	0
No answer	*	*	*	0	*	*	*

*Less than 1%.

How long is a term of office for a member of your board of directors?

TABLE 49

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
1 year	21%	20%	21%	28%	16%	25%	23%
2 years	21%	25%	19%	9%	21%	21%	24%
3 years	42%	38%	47%	32%	46%	39%	42%
4 or more years	5%	5%	5%	8%	6%	4%	3%
Varies	10%	12%	9%	21%	12%	11%	7%
No answer	*	*	*	2%	*	*	*

*Less than 1%.

May members of your board vote by proxy?

TABLE 50

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	28%	21%	33%	28%	38%	26%	18%
No	71%	77%	66%	70%	64%	73%	81%
No answer	1%	2%	1%	2%	2%	1%	1%

What is the title of the chief elected officer of your association?

TABLE 51

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
President	80%	91%	70%	70%	74%	82%	88%
Chairman of the Board	19%	7%	28%	28%	23%	17%	12%
Other	1%	1%	1%	2%	2%	*	*
No answer	*	*	*	0	*	*	*

*Less than 1%.

What is the title of the chief paid executive of your association?

TABLE 52

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
President	16%	6%	25%	19%	20%	16%	7%
Executive Vice President	29%	25%	33%	19%	24%	29%	40%
Executive Director	44%	58%	42%	37%	44%	45%	43%
Executive Secretary	3%	4%	3%	2%	4%	3%	2%
Managing Director	2%	*	3%	6%	2%	2%	*
General Manager	*	*	*	0	*	*	*
Other	5%	6%	3%	8%	5%	4%	6%
No answer	*	*	*	0	*	*	*

*Less than 1%.

Do you have a long range planning committee?

TABLE 53

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	60%	68%	54%	64%	62%	59%	59%
No	39%	32%	46%	34%	36%	41%	41%
No answer	*	*	*	2%	1%	*	*

*Less than 1%.

Does the chief paid executive normally meet with the nominating committee?

TABLE 54

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	61%	51%	70%	55%	50%	64%	81%
No	36%	46%	28%	36%	47%	33%	17%
No answer	3%	3%	2%	9%	3%	3%	2%

How are your elections for officers conducted?

TABLE 55

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Mail ballot	23%	32%	17%	4%	25%	20%	24%
Floor elections	56%	50%	61%	66%	52%	61%	53%
Elected as delegate from state or local	1%	2%	*	2%	2%	2%	0
Other	19%	16%	21%	28%	21%	16%	22%
No answer	*	*	*	0	*	*	*

*Less than 1%.

How are your elections for board members conducted?

TABLE 56

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Mail ballot	31%	37%	27%	4%	34%	25%	40%
Floor elections	47%	36%	56%	45%	44%	52%	43%
Elected as delegate from state or local	9%	13%	5%	17%	7%	14%	1%
Other	12%	13%	11%	34%	15%	10%	14%
No answer	*	*	*	0	1%	*	2%

*Less than 1%.

If you pay a fee to any of your elected officers or directors (other than reimbursement for expenses) for their services to the association, is the fee:

TABLE 57

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
A flat yearly fee	3%	6%	1%	6%	2%	5%	3%
A per diem fee	3%	3%	2%	2%	3%	4%	1%
Other	2%	2%	2%	2%	2%	2%	1%
Not applicable	89%	84%	92%	89%	90%	86%	91%
No answer	3%	5%	3%	2%	3%	4%	3%

Expenses paid by the association to the chief elected officer for:

TABLE 58a

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	2%	2%	2%	6%	2%	2%	2%
Food/Lodging	9%	7%	11%	4%	10%	11%	3%
All expenses	46%	59%	35%	57%	45%	47%	49%
No expenses	19%	17%	22%	13%	23%	17%	17%
No answer	23%	15%	30%	21%	20%	23%	28%
Board Meeting							
Travel	4%	5%	4%	6%	4%	5%	2%
Food/Lodging	6%	5%	7%	2%	4%	7%	7%
All expenses	42%	52%	33%	55%	53%	41%	21%
No expenses	22%	20%	24%	15%	20%	22%	29%
No answer	26%	19%	33%	23%	20%	26%	41%
Committee Meeting							
Travel	3%	4%	3%	8%	3%	5%	*
Food/Lodging	3%	2%	4%	2%	2%	5%	4%
All expenses	39%	47%	31%	49%	49%	37%	18%
No expenses	26%	25%	27%	15%	24%	25%	33%
No answer	29%	22%	35%	26%	23%	29%	45%

*Less than 1%.

Expenses paid by the association to the spouse of the chief elected officer for:

TABLE 58b

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	1%	1%	1%	2%	2%	1%	*
Food/Lodging	7%	6%	9%	4%	7%	10%	2%
All expenses	24%	26%	22%	21%	21%	27%	24%
No expenses	38%	45%	32%	36%	46%	32%	34%
No answer	30%	22%	36%	38%	25%	30%	39%
Board Meeting							
Travel	*	*	*	2%	*	*	0
Food/Lodging	4%	3%	5%	4%	4%	6%	*
All expenses	12%	13%	11%	9%	14%	12%	6%
No expenses	48%	55%	43%	47%	54%	46%	41%
No answer	35%	29%	41%	38%	27%	36%	52%

*Less than 1%.

Expenses paid by the association to other officers on the board for: **TABLE 58c**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	3%	5%	2%	6%	4%	4%	1%
Food/Lodging	4%	4%	4%	2%	2%	6%	4%
All expenses	27%	39%	17%	38%	31%	25%	23%
No expenses	35%	32%	39%	23%	38%	35%	29%
No answer	31%	22%	38%	32%	26%	31%	42%
Board Meeting							
Travel	5%	7%	3%	4%	6%	5%	*
Food/Lodging	5%	5%	5%	2%	2%	7%	7%
All expenses	32%	40%	23%	49%	43%	29%	10%
No expenses	29%	26%	32%	21%	27%	29%	33%
No answer	30%	22%	37%	25%	22%	30%	49%

*Less than 1%.

Expenses paid by the association to spouses of officers for: **TABLE 58d**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	*	*	*	0	*	*	*
Food/Lodging	3%	3%	3%	4%	2%	4%	1%
All expenses	7%	8%	6%	6%	7%	7%	9%
No expenses	55%	62%	49%	51%	63%	53%	43%
No answer	35%	26%	42%	40%	29%	36%	47%
Board Meeting							
Travel	*	*	*	0	*	*	0
Food/Lodging	3%	2%	3%	4%	3%	4%	0
All expenses	4%	4%	4%	4%	5%	4%	3%
No expenses	56%	64%	50%	55%	63%	55%	44%
No answer	36%	29%	42%	38%	29%	37%	53%

*Less than 1%.

Expenses paid by the association to directors for:

TABLE 58e

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	2%	4%	1%	4%	3%	3%	1%
Food/Lodging	3%	2%	3%	2%	2%	4%	4%
All expenses	19%	29%	10%	28%	24%	18%	11%
No expenses	42%	41%	45%	34%	45%	43%	35%
No answer	33%	25%	41%	32%	27%	33%	49%
Board Meeting							
Travel	4%	6%	3%	2%	6%	4%	*
Food/Lodging	6%	6%	6%	2%	3%	7%	8%
All expenses	26%	34%	19%	40%	36%	25%	6%
No expenses	33%	32%	34%	32%	33%	33%	34%
No answer	31%	24%	38%	25%	23%	31%	51%

*Less than 1%.

Expenses paid by the association to spouses of directors for:

TABLE 58f

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	*	*	*	2%	*	*	*
Food/Lodging	2%	2%	2%	4%	*	3%	1%
All expenses	3%	4%	2%	4%	3%	3%	2%
No expenses	59%	66%	53%	51%	66%	57%	46%
No answer	36%	29%	42%	40%	30%	36%	51%
Board Meeting							
Travel	*	*	*	2%	*	*	0
Food/Lodging	2%	2%	3%	4%	2%	3%	*
All expenses	2%	2%	2%	2%	3%	2%	1%
No expenses	58%	65%	53%	57%	65%	57%	45%
No answer	37%	30%	42%	36%	29%	37%	54%

*Less than 1%.

Expenses paid by the association to committee chairmen for: **TABLE 58g**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	2%	3%	1%	2%	2%	2%	1%
Food/Lodging	2%	1%	2%	2%	1%	2%	2%
All expenses	11%	17%	6%	23%	14%	11%	7%
No expenses	50%	51%	49%	34%	53%	49%	42%
No answer	36%	28%	42%	40%	30%	36%	48%
Board Meeting							
Travel	3%	4%	2%	2%	3%	3%	*
Food/Lodging	3%	2%	3%	2%	1%	3%	3%
All expenses	15%	20%	1%	26%	18%	17%	4%
No expenses	43%	45%	42%	36%	46%	41%	40%
No answer	37%	30%	43%	34%	32%	35%	52%
Committee Meeting							
Travel	4%	5%	3%	6%	4%	5%	*
Food/Lodging	4%	3%	5%	2%	2%	5%	6%
All expenses	23%	29%	6%	36%	31%	22%	5%
No expenses	37%	38%	37%	25%	37%	37%	38%
No answer	33%	25%	40%	32%	27%	32%	51%

*Less than 1%.

Expenses paid by the association to committee members for: **TABLE 58h**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Annual Meeting							
Travel	1%	1%	*	0	*	1%	1%
Food/Lodging	1%	*	2%	2%	*	2%	1%
All expenses	8%	12%	4%	15%	10%	8%	4%
No expenses	53%	56%	51%	40%	57%	52%	43%
No answer	37%	30%	43%	43%	32%	37%	50%
Board Meeting							
Travel	1%	2%	1%	0	*	2%	*
Food/Lodging	2%	*	2%	2%	*	2%	2%
All expenses	10%	13%	7%	23%	12%	12%	2%
No expenses	49%	53%	46%	40%	53%	47%	42%
No answer	38%	32%	44%	36%	33%	37%	53%
Committee Meeting							
Travel	3%	4%	2%	6%	2%	5%	*
Food/Lodging	3%	2%	4%	2%	2%	4%	5%
All expenses	20%	26%	15%	32%	28%	19%	4%
No expenses	39%	41%	39%	26%	41%	39%	38%
No answer	34%	26%	41%	34%	27%	33%	52%

*Less than 1%.

Do you have a President-Elect or Chairman-Elect?

TABLE 59

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	55%	71%	43%	34%	51%	61%	48%
No	44%	28%	56%	64%	48%	38%	51%
No answer	1%	*	2%	2%	*	1%	1%

*Less than 1%.

Do you have a Past Chairman's or Past President's Council?

TABLE 60

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	37%	37%	36%	38%	36%	37%	36%
No	63%	64%	63%	59%	63%	62%	63%
No answer	1%	*	*	4%	*	1%	1%

*Less than 1%.

Do you have a Code of Ethics governing your industry or profession?

TABLE 61

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	58%	75%	45%	38%	47%	62%	73%
No	41%	24%	54%	55%	51%	37%	25%
No answer	1%	2%	*	8%	2%	*	2%

*Less than 1%.

Do you have an enforcement policy?

TABLE 62

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	982	559	403	20	324	446	212
Yes	59%	67%	49%	56%	53%	56%	74%
No	41%	33%	51%	44%	47%	44%	26%

Do you have an ethics committee? **TABLE 63**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	34%	53%	18%	15%	23%	35%	55%
No	64%	45%	79%	83%	75%	63%	42%
No answer	2%	2%	3%	2%	3%	2%	3%

Section V Organizational Structure

This section covers the relationship between associations who have chapters, branches, or local or state affiliated organizations connected with them or who are themselves a chapter, branch, or affiliated organization.

Fifty-three percent of respondents indicated that they are affiliated with some type of chapter, branch, or affiliate, up from 51% in 1978. Individual membership societies reported the largest percentage, 75%, while only 34% of trade associations had this type of structure.

Of the 894 associations with chapters or branches, 78% reported that membership at one level is contingent upon membership on another level. Either membership in the parent is contingent upon membership in the chapter or branch (43%), or membership in the chapter or branch is contingent upon membership in the parent (35%).

Among those respondents indicating that membership was contingent, 32% indicated that all dues were paid to the local association with the local allocating a portion to the parent; 26% reported that all dues were paid to the parent, with the parent allocating a portion to the local; and 24% indicated that dues were paid directly to each level of the association organization.

Twenty-five percent of the respondents indicated that the parent association files a group tax exemption for all it's chapters with the Internal Revenue Service, but most (55%) indicated that each chapter files for it's own tax exemption with the Internal Revenue Service.

The majority of respondents (66%) indicated that chapters are required to adopt a set of Bylaws approved by the parent association in order to affiliate. Only 20% of the respondents indicated that chapters were required to submit minutes of major meetings to the parent for review.

About half of the respondents indicated that the parent association Bylaws provided for chapter representation on the board of the parent. About a quarter of the respondents indicated that chapters are required to file financial reports with the parent. While a majority of the organizations with chapters indicated that the parent has established policies regarding the use of a logo, copyrights, and chapter operations (58%), 38% indicated that they had not.

Are there chapters, branches, or local or state affiliated organizations connected with your association?

TABLE 64

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	53%	75%	34%	47%	50%	53%	59%
No	46%	24%	64%	53%	49%	45%	38%
No answer	1%	1%	1%	0	*	2%	2%

*Less than 1%.

Describe the chapter relationship.

TABLE 65

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Membership in the parent contingent upon membership in chapter, branch, or affiliate?	43%	43%	42%	68%	28%	44%	72%
Membership in a chapter, branch, or affiliate contingent upon membership in the parent?	35%	37%	33%	12%	43%	36%	16%
Membership in each level autonomous from each other level—can members join either the chapter, branch, or affiliate, or parent without joining any other level?	20%	18%	24%	16%	27%	19%	9%
No answer	2%	2%	2%	4%	2%	1%	4%

If membership is contingent, are:

TABLE 66

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	715	458	236	21	252	310	153
All dues paid to local, with local allocating a portion to parent?	39%	40%	37%	57%	26%	31%	78%
All dues paid to parent, with parent allocating a portion to local?	31%	34%	29%	5%	40%	36%	7%
All dues paid to each association level?	29%	26%	34%	38%	34%	33%	14%

If chapter structure exists, does: **TABLE 67**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Parent file for a group tax exemption for all chapters with the IRS?	25%	28%	19%	12%	35%	23%	7%
Each chapter file for its own tax exemption with the IRS?	55%	55%	55%	60%	49%	55%	70%
Other	6%	4%	7%	8%	4%	7%	5%
No answer	15%	12%	18%	20%	12%	15%	18%

Are chapters required to adopt a set of bylaws approved by the parent association in order to affiliate with parent? **TABLE 68**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Yes	66%	75%	49%	48%	69%	62%	65%
No	30%	22%	44%	44%	26%	35%	27%
No answer	5%	3%	7%	8%	5%	3%	9%

Are chapters required to submit minutes of major meetings to parent to review? **TABLE 69**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Yes	20%	18%	25%	12%	25%	22%	8%
No	75%	78%	69%	80%	71%	75%	82%
No answer	5%	4%	7%	8%	5%	3%	10%

Do your bylaws provide for chapter representation on board of the parent? **TABLE 70**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Yes	48%	45%	53%	56%	36%	60%	46%
No	47%	51%	41%	36%	58%	38%	47%
No answer	5%	4%	7%	8%	6%	3%	8%

Are chapters required to file financial reports with the parent?

TABLE 71

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Yes	23%	26%	18%	8%	38%	15%	9%
No	72%	70%	75%	84%	57%	82%	81%
No answer	5%	4%	8%	8%	5%	3%	10%

Does the parent have established policies regarding the use of logo, copyrights, and chapter operations?

TABLE 72

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	894	564	305	25	346	378	170
Yes	58%	62%	52%	28%	64%	50%	61%
No	38%	34%	42%	64%	31%	47%	32%
No answer	5%	4%	7%	8%	6%	3%	7%

Section VI Office Operations

Associations continue to move toward a computerization of their operations. Thirty-one *percent of the respondents* in the current study indicated that they now own their own computer, up from 16% in 1978. The number of associations reporting that they lease a computer for their operations has declined from 16% in 1978 to 8% in the current study. National associations are more likely to own a computer than are state or local associations. Overall, 69% of the respondents indicated that they are currently making use of a computer in their association operation, up from 50% in 1978.

The single most popular use of a computer by associations is for maintenance of the membership list. Eighty-five percent of the respondents in the current survey reported that their membership list was computerized as compared to 74% in the 1978 study. Of those who do not have their membership list computerized, the addressograph system remains the most popular way of maintaining the list. Among individual membership societies, who tend to have larger numbers of members than do trade associations, a full 93% of the respondents indicated that their membership list is computerized.

This study also documents a trend toward the acquisition of private telephone equipment. 24% of the total respondents indicated that they own their own telephone equipment as compared to 8% in the 1978 study.

There's also a trend toward ownership of an association headquarters building. Thirty percent of the total respondents indicated that their associations owned the building in which it was headquartered as compared to 26% in 1978. Local associations are more likely to own their own building (39%) then are national associations (24%). Individual membership societies are more likely to own their own building (37%) than are trade associations (25%). Among the 504 respondents who reported that they own their own building, 55% indicated that they occupy the entire building, while 16% indicated that they lease space to a wholly owned subsidiary, 17% lease space to other associations, and 34% lease space to companies other than associations.

Among those who lease space to others in their own headquarters building, the average rental fee per square foot that they assess is $13.00. Among those associations that lease space for their own headquarters, the average cost per square foot for that office space that they occupy was reported to be $11.00 per square foot. The cost to national associations leasing their headquarters space is higher—at $13.00 a square foot this cost per square foot has almost doubled since the 1978 study when the average respondent who leased space reported paying $6.41 per square foot.

The average association responding to a new question in this 1982 study indicated that the average employee occupied 316 square feet. There is a dramatic difference in the number of square feet per employee occupied by employees of individual membership organizations as opposed to trade associations. The average individual membership association employee occupies 275 square feet, while the average trade association employee occupies an average 353 square feet.

Sixteen percent of the survey respondents indicated that they shared overhead expenses with another association or business in their office building.

Ten percent of the survey respondents indicated that they maintain one or more regional offices, down from 13% in the 1974 study. The figures reported on the number of regional offices varied slightly from the 1974 responses to a similar question, but there is no apparent definite trend toward an increase or decrease in the number of regional offices.

Respondents whose associations were located outside of the Washington, D.C. area were asked if they maintained a Washington office. Eleven

percent indicated that they did, although 12% of the company membership organizations reported that they maintained a Washington office.

Seventy-seven percent of the respondents indicated that they make some services available to non-members; of those who do, 77% indicated that non-members generally pay a higher price for services than members. It was difficult to calculate how much more non-members paid for various activities than members did in the responding associations, since most associations have a different differential depending on the nature of the service. On every service queried, however, except for educational programs and convention registration, non-members were charged 100% or more than were members.

Nineteen percent of the respondents queried indicated that they have established a separate for profit corporation or spin-off for one or more activities. The most commonly cited primary activity of these corporations was insurance (31%), followed by publishing (18%). Only 22% of the spin-off organizations operate completely independently of the parent corporation. Most either pay a management fee, pay for services rendered, or share overhead with the parent.

Twenty-seven percent of the respondents indicated that they have established a separate foundation, up from 20% in the 1974 study, and the most commonly cited primary function of these foundations was education (19%).

Eleven percent of the respondents reported that they have an attorney on staff. While many respondents (42%) indicated that they hire an attorney on a project basis, more (47%) retain an attorney on a retainer basis. Twenty-five percent of respondents indicated that they require legal counsel to be present at board meetings, and 23% indicated that they have legal counsel review minutes of board meetings.

Do you currently make use of a computer in your association?

TABLE 73

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Own your own computer	31%	35%	29%	17%	38%	30%	19%
Lease your own computer	8%	12%	6%	8%	11%	4%	12%
Use a service bureau	23%	26%	20%	30%	28%	21%	18%
Share time with another association	3%	3%	3%	4%	3%	3%	2%
Share time with someone other than another association	5%	6%	5%	4%	6%	5%	3%
Other	5%	6%	5%	6%	5%	6%	5%
Not applicable	31%	19%	41%	36%	20%	37%	42%

What do you use the computer for? TABLE 74

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1169	610	525	34	552	448	169
Maintain membership list	85%	93%	77%	65%	88%	82%	80%
Prepare annual directory	48%	53%	45%	29%	55%	44%	43%
Maintain subscription list	52%	62%	42%	44%	66%	41%	39%
Maintain membership prospect list	38%	36%	43%	15%	47%	33%	22%
Maintain association financial records	59%	59%	59%	50%	59%	55%	68%
Store industry information	26%	22%	31%	21%	27%	23%	30%
Store and report industry statistics	23%	18%	29%	18%	23%	21%	30%
Provide accounting services to members	5%	5%	5%	12%	5%	7%	4%
Convention registration	37%	36%	39%	18%	52%	30%	5%
Educational sessions registration	27%	30%	25%	18%	31%	27%	14%
Other	24%	22%	26%	24%	23%	23%	30%

If you do not keep your membership list on computer, how do you maintain it? TABLE 75

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	179	45	122	12	64	81	34
Addressograph	32%	28%	38%	33%	36%	31%	29%
Card file or rolodex	16%	20%	16%	0	16%	19%	12%
Manual	19%	18%	20%	17%	13%	22%	24%
Other	15%	24%	11%	17%	14%	17%	9%
No answer	18%	20%	16%	33%	22%	11%	27%

Does your association: TABLE 76

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Own its telephone equipment	24%	25%	23%	17%	23%	24%	23%
Lease its telephone equipment	68%	68%	69%	72%	71%	67%	65%
No answer	8%	7%	9%	11%	7%	8%	11%

Does your association: **TABLE 77**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Own the building in which it is headquartered	30%	37%	25%	19%	24%	32%	39%
Lease the building in which it is headquartered	7%	7%	6%	8%	6%	7%	9%
Lease space in the building in which it is headquartered	61%	53%	67%	70%	68%	59%	49%
No answer	2%	3%	2%	4%	2%	3%	2%

If you own your own building, do you: **TABLE 78**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	504	276	218	10	161	229	114
Occupy the entire building	53%	55%	50%	70%	57%	53%	47%
Lease space to your wholly-owned subsidiary	16%	11%	21%	20%	7%	19%	20%
Lease space to other associations	15%	13%	18%	20%	18%	18%	11%
Lease space to companies other than associations	34%	35%	34%	10%	29%	35%	39%

*Less than 1%.

If you are considering relocating your association headquarters to another city, what city is your first choice? **TABLE 79**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Chicago	*	*	*	0	1%	0	0
Dallas	*	*	*	0	*	0	0
New York	*	*	*	0	*	*	*
Washington, DC	2%	2%	2%	2%	4%	*	*
Other	3%	4%	2%	4%	4%	3%	1%
Not applicable	80%	80%	80%	83%	76%	83%	85%
No answer	14%	13%	15%	11%	14%	15%	13%

*Less than 1%.

If you lease space to others in your own headquarters building, what is the rental fee per square foot that you assess?

TABLE 80

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
$1–$4	2%	3%	2%	2%	1%	3%	4%
$5–$6	2%	2%	2%	0	1%	2%	4%
$7–$8	3%	4%	3%	2%	1%	5%	5%
$9–$10	3%	3%	4%	2%	2%	4%	5%
$11 or more	6%	6%	6%	11%	9%	4%	5%
No answer	83%	83%	84%	83%	85%	83%	78%
Average fee per square foot	$13	$12	$13	$13	$13	$13	$12

If you lease space for your own headquarters, what is the cost per square foot for office space that you occupy?

TABLE 81

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
$4 or less	10%	9%	10%	6%	5%	12%	14%
$5–$6	5%	5%	6%	0	4%	6%	6%
$7–$8	9%	9%	8%	8%	5%	12%	9%
$9–$10	13%	12%	15%	4%	13%	15%	11%
$11 or more	21%	16%	25%	36%	37%	11%	9%
No answer	42%	49%	36%	47%	37%	43%	51%
Average cost per square foot	$11	$11	$12	$12	$13	$10	$11

What is the average square footage occupied by a staff member of your association?

TABLE 82

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
1–100	6%	8%	6%	6%	6%	6%	8%
101–200	16%	17%	15%	9%	18%	14%	13%
201–300	24%	22%	25%	47%	27%	23%	22%
301–400	18%	16%	20%	9%	20%	18%	11%
401–600	12%	11%	13%	6%	11%	12%	14%
601–1000	4%	4%	5%	2%	3%	5%	6%
1001 or more	2%	1%	3%	2%	2%	2%	3%
No answer	17%	21%	14%	19%	13%	19%	2%
Average square feet occupied by staff member	316	275	353	281	302	331	314

Does your association share overhead expenses with another association or business in your office building?

TABLE 83

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	16%	15%	17%	26%	16%	16%	18%
No	81%	82%	80%	70%	82%	81%	79%
No answer	3%	3%	3%	4%	2%	3%	3%

Does your association maintain regional offices?

TABLE 84

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	10%	9%	11%	6%	13%	8%	8%
No	88%	89%	87%	89%	86%	90%	87%
No answer	2%	2%	2%	6%	1%	2%	5%

If yes, how many regional offices do you have?

Number of Respondents	171	68	100	3	88	60	23
1 office	25%	21%	29%	0	25%	27%	22%
2 offices	12%	12%	12%	0	13%	12%	9%
3 offices	8%	3%	19%	33%	7%	10%	4%
4 offices	4%	4%	4%	0	2%	3%	13%
5 offices	2%	3%	2%	0	3%	2%	0
6 or more offices	16%	24%	12%	0	21%	15%	4%
No answer	33%	34%	31%	67%	30%	32%	48%

This question applies to only those associations with headquarters outside the Washington, DC area:

Do you have a Washington office?

TABLE 85

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1282	600	658	24	431	629	222
Yes	15%	14%	16%	24%	18%	11%	21%
No	85%	86%	84%	76%	82%	89%	79%

If no, do you plan to open one?

Number of Respondents	1091	519	554	18	354	560	177
Yes	1%	1%	1%	6%	3%	*	0
No	86%	84%	88%	89%	90%	85%	81%
No answer	13%	15%	11%	6%	8%	14%	19%

*Less than 1%.

Do you make some services available to nonmembers?

TABLE 86

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of respondents	1692	750	889	53	686	716	290
Yes	77%	74%	79%	76%	79%	77%	70%
No	19%	21%	17%	13%	16%	20%	24%
No answer	5%	5%	4%	11%	5%	3%	7%

If yes, do they generally pay a higher price for these services than members?

TABLE 87

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1294	556	698	40	541	551	202
Yes	77%	76%	77%	78%	80%	78%	65%
No	22%	23%	22%	20%	18%	22%	33%
No answer	1%	1%	1%	3%	2%	*	3%

If yes, what services and how much more than members do they pay?

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn	Natl.	St./Regl.	Local
Number of Respondents	1001	427	543	31	440	429	132
Educational Programs							
0	1%	*	2%	0	2%	*	0
1%–9%	1%	2%	*	0	1%	*	*
10%–24%	25%	27%	24%	19%	22%	26%	30%
25%–49%	20%	19%	21%	19%	19%	23%	11%
50%–99%	15%	13%	17%	16%	13%	17%	18%
100%	1%	*	2%	0	1%	2%	0
More than 100%	37%	38%	35%	45%	42%	31%	39%

*Less than 1%.

If yes, what services and how much more than members do they pay?

TABLE 87 (con't)

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Reg.	Local
Number of Respondents	1001	427	543	31	440	429	132
Publications, Printed Materials							
0	2%	2%	2%	0	2%	2%	*
1%–9%	1%	1%	*	3%	*	1%	*
10%–24%	16%	19%	13%	10%	19%	12%	18%
25%–49%	13%	12%	14%	10%	17%	10%	10%
50%–99%	18%	14%	21%	13%	20%	17%	14%
100%	2%	*	3%	0	3%	1%	0
More than 100%	49%	52%	45%	65%	38%	57%	57%
Cassettes							
0	2%	2%	2%	0	3%	1%	*
1%–9%	*	*	*	0	*	*	0
10%–24%	4%	4%	4%	3%	6%	3%	2%
25%–49%	3%	2%	4%	0	4%	3%	*
50%–99%	5%	4%	6%	7%	8%	3%	2%
100%	*	*	*	0	*	*	0
More than 100%	85%	87%	83%	90%	78%	89%	94%
Films, Audio Visuals							
0	2%	2%	2%	0	3%	1%	*
1%–9%	*	*	*	0	*	*	0
10%–24%	4%	4%	4%	7%	5%	3%	3%
25%–49%	3%	1%	4%	0	3%	3%	*
50%–99%	5%	2%	7%	7%	7%	4%	3%
100%	*	*	1%	0	1%	*	0
More than 100%	86%	90%	82%	87%	81%	89%	92%
Journals							
0	1%	1%	2%	0	2%	*	*
1%–9%	*	*	*	0	*	*	0
10%–24%	5%	7%	4%	7%	6%	5%	*
25%–49%	4%	5%	4%	3%	6%	3%	*
50%–99%	9%	12%	7%	13%	14%	7%	2%
100%	2%	2%	1%	3%	3%	*	*
More than 100%	79%	73%	83%	74%	69%	83%	95%
Insurance							
0	2%	1%	2%	0	1%	2%	*
1%–9%	*	*	0	0	0	*	0
10%–24%	1%	*	2%	3%	*	2%	*
25%–49%	1%	*	2%	0	1%	2%	0
50%–99%	2%	*	2%	7%	1%	2%	2%
100%	*	0	*	0	*	0	0
More than 100%	94%	96%	92%	90%	95%	91%	97%

*Less than 1%.

If yes, what services and how much more than members do they pay? **TABLE 87 (con't)**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1001	427	543	31	440	429	132
Convention Registration							
0	2%	1%	3%	0	2%	3%	0
1%–9%	1%	2%	1%	0	1%	2%	2%
10%–24%	17%	18%	17%	13%	21%	17%	8%
25%–49%	16%	17%	16%	23%	20%	17%	2%
50%–99%	14%	14%	13%	19%	16%	15%	5%
100%	1%	2%	1%	0	2%	2%	0
More than 100%	47%	46%	48%	45%	39%	44%	84%
Other							
0	*	*	*	0	*	*	0
1%–9%	*	*	0	0	0	*	0
10%–24%	4%	3%	5%	10%	4%	4%	6%
25%–49%	2%	1%	3%	0	2%	3%	2%
50%–99%	4%	3%	4%	7%	4%	4%	4%
100%	*	*	*	0	*	0	0
More than 100%	89%	92%	87%	84%	89%	89%	89%

*Less than 1%.

Has your association established separate for-profit corporation(s) (spin-offs) for any activities? **TABLE 88**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	19%	16%	22%	15%	11%	24%	27%
No	78%	81%	76%	81%	87%	74%	68%
No answer	3%	3%	2%	4%	2%	2%	5%

If yes, what is the *primary* activity or function of this (these) corporation(s)?

Number of Respondents	322	118	196	8	74	169	79
Data processing	8%	8%	8%	38%	4%	11%	8%
Publishing	18%	20%	16%	38%	23%	13%	24%
Insurance	31%	20%	38%	13%	26%	42%	11%
Industry promotion and advertising	4%	3%	4%	0	1%	4%	5%
Credit Bureau	3%	3%	2%	0	4%	*	5%
Legal Service	*	*	*	0	0	1%	0
Trade show or convention	2%	0	4%	0	4%	2%	1%
Money Market Fund	*	*	0	0	0	0	1%
Other	33%	42%	28%	13%	38%	25%	44%

*Less than 1%.

Does the "spin-off": **TABLE 89**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	322	118	196	8	74	169	79
pay a management fee to the parent corporation	35%	30%	38%	50%	23%	41%	33%
pay for services rendered	48%	48%	47%	63%	54%	49%	41%
share overhead with the parent corporation	50%	50%	52%	13%	45%	49%	57%
operate completely independently of the parent corporation	22%	31%	17%	25%	32%	44%	24%
pay dividends, royalties, or other monies to the parent	22%	24%	22%	0	20%	24%	22%
Other	3%	4%	3%	13%	4%	2%	5%

Has your association established a separate foundation? **TABLE 90**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	27%	37%	19%	8%	30%	27%	19%
No	67%	57%	73%	85%	64%	67%	71%
No answer	7%	6%	7%	8%	6%	6%	10%

What is the *primary* function of your foundation? **TABLE 91**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St. Regl.	Local
Number of Respondents	455	279	172	4	205	196	54
Research	25%	24%	27%	50%	36%	20%	6%
Education	61%	58%	65%	50%	52%	67%	70%
Publishing	1%	1%	1%	0	2%	1%	0
Other	13%	17%	6%	0	11%	11%	24%
No answer	*	*	*	0	0	1%	0

*Less than 1%.

If your association has legal counsel, do you:

TABLE 92

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Hire an attorney on staff	11%	9%	12%	17%	11%	14%	2%
Hire on a job basis	42%	42%	43%	34%	41%	42%	44%
Retain on an annual basis for all services	27%	24%	29%	23%	29%	28%	20%
Use an annual retainer with supplement for specific jobs	20%	28%	23%	13%	20%	21%	18%
Use a volunteer (member of the association)	11%	13%	8%	11%	11%	9%	16%
Require legal counsel to be present at board meetings	25%	18%	32%	23%	33%	22%	12%
Have legal counsel review minutes of board meetings	23%	16%	29%	17%	34%	16%	14%
Have antitrust compliance plan	13%	10%	16%	4%	17%	9%	14%

Section VII Miscellaneous Activities

Thirty-seven percent of the respondents indicated that they have foreign members, up from 30% in 1974, reflecting perhaps an increasing international awareness on the part of associations. Of the associations reporting foreign members, 81% indicated that these members held the same class of membership as domestic members, and 5% percent responded that foreign members elected their own representative to the association board.

Sixteen percent of the respondents indicated that they had held a meeting outside of the United States since December, 1980. This represents a 3% increase from the number of total respondents who indicated that they had held a meeting outside of the United States in a comparable time period in 1978. National associations, and associations whose members are corporate units, are most likely to hold a meeting outside of the United States. Of those associations who did hold a foreign meeting, the most popular destination site was Canada (46%), followed by a tie in frequency between the Caribbean (30%) and Europe (30%). Thirty-three percent of total respondents indicated that they had held a meeting outside of the United States prior to 1980. Over half of the national associations reporting indicated holding a meeting outside of the United States prior to 1980. More than a quarter of the respondents indicated that they have plans to hold a meeting outside of the United States in the future.

Twelve percent of the respondents indicated that they have an international committee. While a few state, regional, and local associations indicated that they had an international committee, a full 27% of national associations so indicated.

Almost half of the respondents indicated that they had a committee charged with responsibility for monitoring or influencing government activity on the federal level, and more than half indicated that they had such a committee on the state level. While 52% of national associations indicated having such a committee on the federal level, a full 86% of state and regional associations reported having such a committee on the state level.

Thirty-three percent of the respondents indicated that they have one or more staff persons whose sole responsibility it is to engage in government relations activities. While almost half of those that do have a single individual, 14% of the respondents indicated that they had four or more individuals solely engaged in this activity, and national associations on the average have more individuals engaged in government relations activities than state or local associations. While 24% of national associations have someone on staff registered on the federal level as a lobbyist, 72% of state associations have someone registered on the state level as a lobbyist. Thirty-five percent of national associations indicated that they monitored legislation at the state level for their industry or profession. Company membership associations are slightly more likely to do this (40%) than individual membership organizations (30%).

A quarter of the Individual Membership Organization executives responding indicated that their association operates a certification program and of those, 70% indicated that the chief criteria for granting certification was an examination. Thirty-five percent indicated that they also use some form of evaluation report or a personal data form.

More than half of the respondents provide group insurance programs to members, and the most commonly cited kinds of insurance offered to members were life insurance (79%), health insurance (75%), and major medical and hospitalization insurance (73%). Thirty-seven percent indicated that they provide members with group professional liability insurance, up from 31% in 1978. The prevalence of association sponsored group dental programs is up from 19% in 1978 to 31% in 1982. Eight percent of the survey total reported that they

owned a captive insurance company, up from 4% in 1978.

One of the most common activities among associations of all types is the publication of a periodical. Ninety-two percent of respondents indicated that they do have a periodically issued publication. Of the 1,562 associations that do, 53% indicated that their periodical carried paid advertising. The most commonly used formula reported for determining the unrelated business income from this advertising was a pro rata allocation of membership dues. Seventy-six percent of the respondents who indicated that they did have paid advertising in their periodical had formal policies governing ad acceptability.

The scope of association activities continues to grow. Two percent of the respondents in the current study reported that their association operates an in-house travel agency; 17% indicated that their association had conducted a meeting via teleconference; 18% of the respondents indicated that their association uses telemarketing or marketing by telephone for membership or selling activities. National associations are more likely to use the telephone for membership sales than are local associations, and company membership associations are more likely than are membership societies. Thirty-two percent of the respondents indicated that their association or association sponsored foundation offers scholarships to individuals interested in their industry or profession. These scholarship programs are most commonly run from within the association rather than from within a foundation structure.

Do you have foreign members? **TABLE 93**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	37%	44%	32%	15%	76%	10%	7%
No	60%	53%	65%	79%	22%	87%	86%
No answer	3%	3%	3%	6%	2%	3%	7%
If yes, are they the same class as domestic members?							
Number of Respondents	618	327	283	8	523	74	21
Yes	81%	89%	71%	88%	80%	88%	86%
No	19%	10%	28%	13%	20%	12%	10%
No answer	*	*	*	0	*	0	5%

*Less than 1%.

Do you have foreign chapters or affiliates? **TABLE 94**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	10%	16%	5%	0	22%	1%	2%
No	76%	72%	79%	89%	72%	81%	74%
No answer	14%	12%	16%	11%	7%	18%	24%

Do foreign members elect their own representative to your board? **TABLE 95**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	5%	7%	4%	2%	12%	*	*
No	43%	48%	40%	32%	68%	29%	22%
No answer	52%	46%	56%	66%	21%	71%	78%

*Less than 1%.

Have you held a meeting outside of the United States since December, 1980? **TABLE 96**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	16%	14%	18%	13%	26%	11%	5%
No	75%	78%	72%	79%	72%	78%	75%
No answer	9%	8%	10%	8%	2%	11%	20%

Of meetings held outside the United States since December, 1980, where were these meetings held? **TABLE 97**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	273	106	160	7	177	81	15
Caribbean	30%	25%	34%	29%	23%	51%	13%
Canada	46%	51%	42%	71%	56%	24%	53%
Mexico	26%	22%	29%	14%	22%	31%	40%
Central/South America	5%	7%	4%	14%	8%	0	0
Europe	30%	32%	29%	14%	38%	14%	20%
Asia	8%	12%	4%	14%	11%	3%	0
Africa	2%	3%	1%	0	2%	1%	0
Australia	4%	5%	4%	0	6%	0	0

Prior to 1980, had you held a meeting outside the U.S.? **TABLE 98**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	33%	31%	35%	21%	51%	25%	12%
No	54%	57%	50%	66%	44%	61%	60%
No answer	13%	12%	4%	13%	5%	15%	28%

Are you planning to conduct a meeting outside the U.S. in the future? **TABLE 99**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	26%	26%	26%	21%	42%	18%	10%
No	62%	63%	62%	68%	53%	70%	67%
No answer	12%	11%	12%	11%	5%	13%	23%

Does your association have an international committee? **TABLE 100**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	12%	14%	11%	8%	27%	2%	4%
No	77%	75%	78%	81%	69%	86%	73%
No answer	11%	11%	11%	11%	4%	12%	23%

Do you have a committee charged with the responsibility for monitoring or influencing government activity: **TABLE 101**

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
On the federal level							
Yes	48%	45%	51%	49%	52%	46%	46%
No	44%	48%	41%	45%	46%	45%	40%
No answer	7%	7%	8%	6%	3%	10%	14%
On the state level							
Yes	57%	58%	58%	34%	21%	86%	72%
No	38%	38%	38%	55%	71%	13%	23%
No answer	4%	4%	4%	11%	7%	2%	5%

Do you have a staff person or persons whose sole responsibility is to engage in government relations activities?

TABLE 102

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	33%	27%	37%	45%	31%	40%	18%
No	65%	71%	61%	49%	68%	58%	78%
No answer	2%	2%	2%	6%	2%	2%	4%
If yes, how many persons?							
Number of Respondents	552	200	328	24	211	289	52
1 person	49%	52%	48%	38%	32%	56%	79%
2 persons	24%	21%	26%	29%	30%	22%	15%
3 persons	8%	10%	6%	13%	10%	8%	2%
4 or more persons	14%	13%	15%	8%	23%	9%	2%
No answer	5%	5%	5%	13%	6%	6%	2%

On what level do you have staff registered as a lobbyist on behalf of your association?

TABLE 103

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Both Federal and State	6%	5%	7%	2%	3%	6%	12%
Federal only	10%	6%	14%	11%	24%	*	1%
State only	35%	33%	38%	19%	*	72%	26%
No answer	49%	56%	42%	68%	72%	21%	61%

*Less than 1%.

For national associations only: Do you monitor legislation at the state level for your industry or profession?

TABLE 104

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	686	318	337	31	686		
Yes	35%	30%	40%	32%	35%		
No	57%	61%	54%	55%	57%		
No answer	7%	9%	5%	13%	7%		

Do you operate a political action committee?

TABLE 105

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
For federal elections only	6%	3%	9%	9%	14%	*	*
For state elections only	24%	22%	25%	11%	*	46%	22%
For both federal and state elections	7%	9%	5%	4%	2%	8%	16%
No	56%	59%	54%	62%	81%	39%	43%
No answer	7%	7%	7%	13%	3%	6%	19%

*Less than 1%.

Does your association provide a:

TABLE 106

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Certification program	17%	25%	12%	8%	21%	15%	14%
Accreditation program	4%	6%	2%	6%	6%	4%	2%
Standardization program	2%	*	4%	4%	5%	1%	1%
None of the above	72%	63%	79%	77%	67%	76%	74%
No answer	4%	5%	3%	6%	2%	4%	9%

*Less than 1%.

If your association provides a certification program, what are the chief criteria for granting the certification?

TABLE 107

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	293	185	104	4	146	107	40
Examination	67%	70%	61%	75%	69%	65%	63%
Evaluation visit	9%	4%	17%	25%	14%	5%	3%
Evaluation report/ Data form	33%	35%	32%	25%	36%	32%	30%
Other	19%	17%	22%	25%	20%	21%	13%
Not applicable	2%	3%	1%	0	3%	*	3%

*Less than 1%.

If your association provides an accreditation program, what are the chief criteria for granting the accreditation?

TABLE 108

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	72	48	21	3	38	28	6
Examination	26%	25%	33%	0	24%	25%	50%
Evaluation visit	51%	50%	57%	33%	50%	57%	33%
Evaluation report/ Data form	60%	58%	62%	67%	66%	54%	50%
Other	15%	15%	14%	33%	21%	11%	0

Does your association provide group insurance programs to members?

TABLE 109

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	59%	61%	58%	36%	45%	70%	63%
No	40%	38%	41%	62%	55%	29%	33%
No answer	1%	2%	*	2%	*	1%	3%

If yes, what kinds of insurance are offered?

Number of Respondents	990	454	517	19	305	501	184
Life	79%	80%	79%	74%	79%	80%	75%
Health	75%	72%	78%	68%	56%	82%	87%
Accident	64%	63%	64%	68%	61%	66%	63%
Major medical and hospitalization	73%	71%	75%	63%	54%	80%	86%
Income continuation	43%	46%	40%	32%	35%	50%	37%
Pension and retirement	21%	20%	21%	16%	13%	23%	26%
Dental	31%	15%	44%	32%	16%	36%	41%
Workmen's compensation	35%	15%	53%	37%	22%	42%	39%
Professional liability	37%	47%	27%	37%	32%	41%	31%
Casualty (fire and automobile)	24%	15%	32%	32%	20%	29%	18%
Product liability	12%	3%	20%	11%	16%	12%	7%
Supplemental life	19%	13%	24%	5%	15%	24%	10%
Other	10%	10%	10%	26%	14%	10%	6%

*Less than 1%.

If yes, do you own your own captive insurance company?

TABLE 110

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	990	454	517	19	305	501	184
Yes	8%	5%	11%	0	6%	10%	7%
No	90%	94%	87%	100%	93%	89%	90%
No answer	2%	2%	2%	0	2%	2%	4%

Do you have a periodically-issued publication?

TABLE 111

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	92%	95%	90%	91%	92%	93%	91%
No	6%	3%	8%	9%	6%	5%	7%
No answer	2%	2%	2%	0	2%	2%	3%
If yes, does it carry paid advertising?							
Number of Respondents	1562	712	802	48	632	667	263
Yes	53%	70%	39%	42%	53%	57%	45%
No	46%	30%	60%	58%	47%	42%	55%
No answer	*	*	*	0	*	*	*

*Less than 1%.

Which IRS formula do you use to determine unrelated business income for advertising?

TABLE 112

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Subscription price charged to non-members	5%	7%	4%	6%	6%	5%	5%
Subscription price charged to members	7%	9%	5%	8%	6%	8%	6%
Pro-rata allocation of membership dues	25%	34%	18%	8%	24%	26%	22%
No answer	63%	50%	73%	79%	64%	60%	67%

If it carries paid advertising, do you have policies governing ad acceptability?

TABLE 113

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	834	498	316	20	336	381	117
Yes	76%	81%	68%	90%	81%	71%	80%
No	20%	16%	28%	10%	16%	25%	16%
No answer	4%	4%	4%	0	4%	4%	4%

Does your association operate an in-house travel agency?

TABLE 114

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	2%	2%	2%	2%	2%	2%	*
No	95%	96%	94%	96%	95%	95%	95%
No answer	4%	3%	5%	2%	4%	3%	5%

*Less than 1%.

Has your association conducted a meeting via a teleconference?

TABLE 115

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	17%	20%	15%	23%	16%	23%	7%
No	80%	78%	81%	77%	81%	75%	89%
No answer	3%	3%	3%	0	3%	2%	3%

Does your association use telemarketing or marketing by telephone for membership or selling activities?

TABLE 116

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	18%	14%	21%	13%	19%	18%	14%
No	79%	83%	76%	87%	78%	79%	82%
No answer	3%	3%	4%	0	3%	3%	4%

Does your association or association foundation offer scholarships to individuals interested in your industry or profession?

TABLE 117

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	32%	38%	28%	21%	28%	36%	33%
No	62%	56%	67%	76%	68%	58%	56%
No answer	6%	7%	6%	4%	4%	6%	11%
If yes, which one:							
Number of Respondents	540	282	247	11	190	254	96
Association	61%	55%	66%	100%	56%	60%	73%
Foundation	36%	42%	30%	0	41%	36%	25%
No answer	4%	4%	3%	0	4%	4%	2%

Section VIII Leadership Quotient

Respondents were asked through what channel they secured their current position. More than half attributed their current position to personal contact with other association executives or others. A full 7% of the national association executives responding indicated that they secured their present position through the ASAE Executive Referral Service.

Perhaps as a result of the new spirit of mutual cooperation between ASAE members and the state and local societies of association executives, 76% of the respondents indicated that they did belong to one or more state or local societies, up from 71% in 1978. State or regional association executives are most likely to belong to a state or local society, followed by local association execs.

The chief paid executive of most associations is considered to be the official spokesman for the association, although among individual membership societies, it is more common to find the chief elected officer serving as official spokesman.

Sixty-eight percent of respondents to the current study indicated that they currently have professional liability insurance coverage for officers and directors. A wide range of carriers were cited in response to the question on the source of that coverage for officers and directors.

An increasing number of chief staff executives are covered by employment contracts with their associations. National association executives are most likely to have a contract (39%), although a full 34% of all respondents indicated that they were operating under a current employment contract.

Through what channel did you secure your present position?

TABLE 118

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
ASAE Executive Referral	3%	4%	3%	0	7%	*	*
Other association placement service	2%	2%	3%	2%	2%	2%	2%
Personal contact	58%	57%	59%	57%	49%	64%	64%
Promotion from within association	19%	20%	19%	25%	22%	19%	16%
Other	15%	16%	15%	13%	18%	13%	13%
No answer	2%	2%	2%	4%	3%	1%	3%

*Less than 1%.

Do you belong to one or more state or local societies of association executives?

TABLE 119

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	76%	76%	77%	57%	62%	89%	77%
No	23%	23%	21%	43%	37%	10%	21%
No answer	1%	*	1%	0	1%	*	2%

*Less than 1%.

Who is considered to be the official spokesman for your association?

TABLE 120

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Chief paid executive	47%	28%	63%	53%	45%	53%	39%
Chief elected officer	38%	56%	23%	38%	40%	33%	46%
Other	*	*	*	0	*	*	*
No answer	14%	15%	13%	9%	14%	13%	15%

*Less than 1%.

Do you have professional liability insurance coverage for your officers and directors? TABLE 121

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	68%	70%	67%	55%	70%	64%	73%
No	30%	28%	32%	40%	28%	35%	25%
No answer	2%	2%	1%	6%	2%	2%	2%

Do you have an employment contract? TABLE 122

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Yes	34%	42%	28%	25%	39%	31%	32%
No	65%	57%	71%	76%	60%	69%	67%
No answer	1%	1%	*	0	2%	*	*
If yes, what is the length?							
Number of Respondents	577	316	248	13	265	219	93
1 year	22%	21%	24%	15%	17%	22%	36%
2 years	13%	13%	12%	8%	14%	10%	13%
3 years	31%	34%	26%	39%	32%	33%	19%
4–5 years	13%	14%	12%	8%	15%	11%	11%
More than 5 years	3%	2%	4%	0	3%	3%	2%
No answer	19%	17%	21%	31%	18%	20%	19%
Average length in years	2	2	2	2	2	2	2

*Less than 1%

Do you submit your expenses for approval: TABLE 123

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Before they are incurred	4%	5%	3%	6%	3%	4%	6%
After they are incurred	84%	84%	84%	93%	84%	86%	79%
No answer	12%	12%	13%	2%	13%	9%	15%

Section IX Characteristics of the Sample

This section presents a statistical analysis of the associations represented in the 1982 POLICIES & PRODECURES study. The table on this page compares the characteristics of the overall ASAE membership to the participants in this study.

	Overall Membership Of ASAE	Respondents to Survey
Geographic Scope		
National	42%	42%
State/Regional	40%	41%
Local	18%	17%
Type of Membership		
Individual	42%	44%
Company*	52%	53%
Other Associations**	5%	3%
Budget		
$100,000 or less	29%	11%
$100,001—499,999	42%	47%
$500,000—999,999	12%	17%
$1,000,000—2,000,000	9%	14%
More than $2,000,000	8%	11%

* Includes institutions
** Includes federations

What is the primary type of membership in your association?

TABLE 124

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Individuals	44%	100%			46%	40%	50%
Companies	53%		100%		49%	57%	49%
Associations	3%			100%	5%	3%	1%

What is the geographic scope of your association?

TABLE 125

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
National/International	41%	42%	38%	59%	100%		
State/Regional	42%	38%	46%	34%		100%	
Local	17%	19%	16%	8%			100%

What was your association's total annual income for your last completed fiscal year?

TABLE 126

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
$100,000 or less	11%	12%	12%	4%	6%	15%	15%
$100,001–$200,000	18%	16%	20%	19%	10%	23%	24%
$200,001–$300,000	12%	11%	13%	19%	9%	13%	17%
$300,001–$500,000	17%	17%	18%	17%	16%	19%	17%
$500,001–$1,000,000	17%	16%	18%	11%	18%	17%	15%
$1,000,001–$2,500,000	14%	15%	12%	17%	20%	10%	7%
$2,500,001–$5,000,000	6%	8%	4%	6%	11%	2%	3%
$5,000,001–$10,000,000	3%	3%	2%	6%	5%	1%	*
More than $10,000,000	2%	2%	*	0	4%	*	0

*Less than 1%.

What is the number of regular members in your association?

TABLE 127

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
Individuals	22,216	22,216			21,782	2408	1098
Companies	641		641		538	318	221
Associations	239			239	32	12	0

How many people were employed full-time by your association in 1982?

TABLE 128

	Survey Total	Type of Association Membership			Scope of Association		
		Indiv.	Co.	Assn.	Natl.	St./Regl.	Local
Number of Respondents	1692	750	889	53	686	716	290
1–2	16%	14%	18%	19%	12%	19%	21%
3	11%	11%	11%	9%	8%	14%	13%
4–5	16%	13%	19%	15%	13%	19%	18%
6–9	16%	16%	15%	11%	15%	15%	17%
10–19	15%	16%	14%	15%	17%	14%	12%
20–49	10%	11%	8%	19%	16%	6%	5%
50 or more	7%	9%	5%	6%	12%	4%	1%
No answer	10%	10%	10%	6%	9%	9%	13%